

# How to Develop a Proposal and Budget



Presented By  
Merlene Alicia Vassall, JD  
Technical Assistance & Support Consultants  
[www.technicalassistance.com](http://www.technicalassistance.com)



***Your Presenter***

## **Merlene Alicia Vassall, JD**

- Established Technical Assistance & Support Consultants in 1991
- Has secured more than \$80 million in grants for nonprofit organizations and government agencies
- Has conducted grant development and writing workshops for hundreds of individuals
- Earned her Bachelor of Science in Human Development and Family Studies from Cornell University
- Earned her Juris Doctor from Georgetown University Law Center

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# Learning Objectives

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What you'll learn this session:

1. How to read a government-issued request for proposals (RFP)
2. How to create the proposal outline
3. How to complete each section of the outline
4. How to complete the budget
5. How to finalize the proposal for submission

# Reading the Request for Proposals (RFP)

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1. Grab a highlighter, red pen, and page flags.
2. Write key information on the cover of the RFP as you read.
3. Attend pre-proposal webinar, and ask questions.
4. Check for any Q&A posted by the funder.
5. Read the RFP again.
6. Read and reread instructions for each section as you work.



# Proposal Outline

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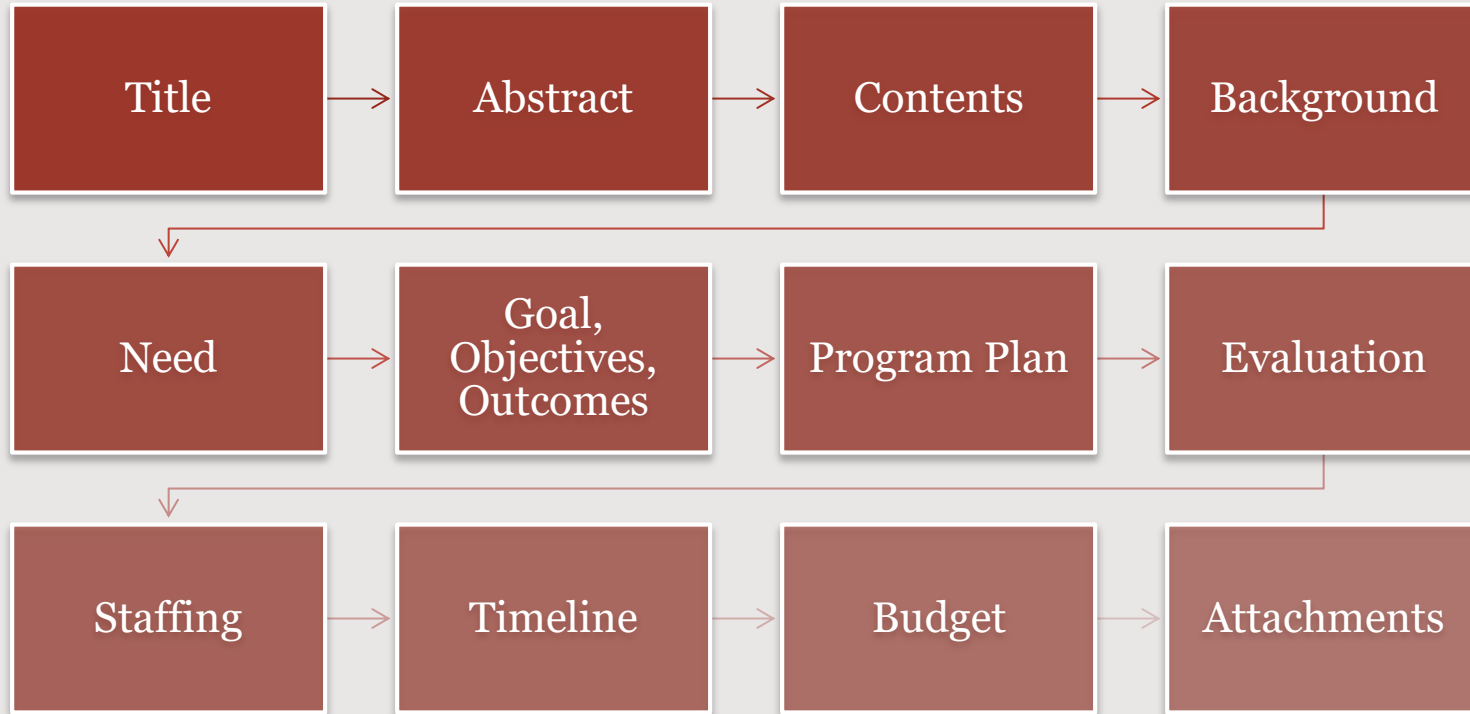
1. Create an outline based on instructions in the RFP.
2. Paste requirements from the scoring rubric into your outline.
3. Note approximate length of each section next to the section heading.
4. Before submission, delete rubric requirements and length notations.

## Sample Calculation of Pages for Each Section: 40-page proposal with 100 point maximum score

Section	Points out of 100	Number of Pages out of 40
Need	10 pts = 10%	$10\% \times 40 = 4$ pages
Work Plan	10 pts = 10%	$10\% \times 40 = 4$ pages
Methodology	15 pts = 15%	$15\% \times 40 = 6$ pages
Resolution of Challenges	5 pts = 5%	$5\% \times 40 = 2$ pages
Evaluation	15 pts = 10%	$15\% \times 40 = 6$ pages
Sustainability	10 pts = 10%	$10\% \times 40 = 4$ pages
Capability	25 pts = 25%	$25\% \times 40 = 10$ pages
Budget	10 pts = 10%	$10\% \times 40 = 4$ pages

# Proposal Outline

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# Organizational Background

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1. Explain your organization's mission.

***Mission:***

*Writers Group's mission is to use reading and creative writing to strengthen students' literacy skills and engage students in positive artistic and intellectual expression that prepares students for academic and other opportunities.*



# Organizational Background

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## **History:**

*Established in 1994 by the National Arts Council and the AmeriCorps program, **Writers Group** is dedicated to helping students strengthen basic literacy skills, discover positive modes of expression, and analyze their social conditions through the literary arts. Writers Group has been an independent 501(c)(3) organization since 2001.*

2. Prepare a brief history of the organization.
  - Year established
  - Name of founder(s)
  - Reason for establishing organization



# Organizational Background

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3. Summarize the organization's major accomplishments over the years.
- Programs completed
  - Participants' achievements
  - Problems solved
  - Awards and honors



# Organizational Background

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## ***Accomplishments:***

*Writers Group has served more than 100 community sites and nearly 6,000 residents, including adults, children, and families. In 2019:*

- More than 100 parents acted as readers and chaperones, and helped prepare cultural activities and events.*
- Students at two public elementary schools read more than 800 books in a two-week period.*
- More than 2,000 new, high-quality books were donated to children.*

# Need for Project

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## **Need:**

*In our target community:*

- *34% of children live in poverty*
- *21% of children live below 50% of poverty level (extreme poverty)*
- *72% of fourth grade students scored below basic reading level*
- *56% eighth grade students scored below basic reading level*
- *37% of eighth grade students scored below basic writing level*

SOURCE: Children's Well-Being Report, Smith Foundation

1. Explain the need, using:
  - facts
  - statistics
  - case studies
  - anecdotes

# Need for Project

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## **Anecdote:**

*In 2016, due to a lack of funds, Writers Group did not continue its afterschool Book Club program in a public housing development into the summer months. One participant, a 12-year-old girl, assaulted and severely injured another youth during July. Had the program continued, perhaps the tragedy could have been averted. The program had been connecting with the girl by using literature and writing to help her make sense of her life and value her own voice.*

*Another young lady's frustration and anger were reflected in her attitude and poetry. Staff insisted that she had talent that could get others to listen and understand her. We gave her leadership responsibilities, recommendations for other opportunities, and encouragement to keep writing. She graduated from high school with a 3.0 GPA and has been accepted into college. She succeeded because we were able to find outlets for her talents and support for her other needs.*

# Need for Project

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2. Describe how other organizations' similar efforts do not meet the need you seek to address.
- Different need
  - Different population
  - More need than services (waiting list)



# Need for Project

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3. Explain why yours is the right group to address this need.
  - Staff qualifications
  - Network and partners
  - Relationship with clients
  - Special resources

# Goal, Objectives, and Outcomes

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1. The goal is the overall vision you seek to realize.
2. It is the purpose of the project or program.

## **Goal:**

*The Book Club program will instill in students from low-income families a love of reading that will ultimately improve their academic success.*



# Goal, Objectives, and Outcomes

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**Specific**

**Measurable**

**Achievable**

**Realistic**

**Time Framed**

3. Objectives are the underlying results you seek to achieve to realize your overall goal.

## **Objectives:**

1. From 7/1 through 8/31, 200 students (ages 5-12 years) and their parents will enroll in the program and receive 8 books per student.
2. From 7/1 through 8/31, 75% of students will participate in at least 6 of the 8 weekly book discussions.



# Goal, Objectives, and Outcomes

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4. Outcomes are the concrete benefits of the project to participants and to society.

**Outcomes:**

1. *By 8/31, 75% of students will indicate on pre/post surveys that they like to read more than they did at the start of the program.*
2. *By 8/31, 50% of parents will indicate on pre/post surveys that they are more likely to read and discuss books with their children.*

**Outcomes  
are not:**

Need

Activities

Outputs

# Program Plan

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1. Summarize major project activities to provide an overview.
2. Describe each activity in greater detail.



# Program Plan

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## ***Program Plan***

*The Book Club program creates parent-run children's libraries at four public housing communities: Smithdale, Jonesville, Parkland, and Town Heights. During the summer, children ages 5-12 receive a free book to keep each week. The libraries host daily read alouds by volunteers, including politicians, sports figures, and corporate leaders. We also conduct field trips related to the books being read.*

- *Children's Library: This activity increases the presence of books in the lives of the children. Each Resident Council houses the*

*children's libraries, which are operated by resident parents after they receive library and literacy training. Books have been carefully selected by Writers Group's Book Selection Committee...*

- *Read Alouds: Daily summer read alouds are stimulating, attract children of all ages, and provide an opportunity for parents to meet leaders in their community. Blank Corporation has already agreed to have its senior staff serve as volunteer readers this summer...*
- *Field Trips: At least two afternoons per week, students participate in field trips...*

# Program Plan

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4. Explain why it makes sense to conduct the project as proposed.
5. Use facts, research, and clear arguments to back up your approach.

# Program Plan

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*Based on a suggestion by a parent, we added an in-depth discussion period to the daily schedule last year. This measures the children's level of comprehension by asking them about structure, content, plot, theme, and chronology in an age-appropriate manner. Questions are based on research from America Reads, a national consortium for literacy programs. The discussion period goes beyond testing children's memories; it challenges them to critically analyze the stories they have read.*

# Evaluation

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1. Create a plan to evaluate both the process and the outcomes.
2. Indicate which data will be collected.
3. Describe how you will collect, analyze, and report data.



# Evaluation

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## **Evaluation**

*The Book Club will be evaluated to ensure the program's targets are being met. The following are our targets and verification plans for the **process** evaluation:*

- 1. From 7/1 through 8/31, 75% of the 200 students enrolled in the program (150 students) will participate in at least 6 of the 8 weekly book discussions. The Program Coordinator and resident volunteers will maintain attendance records via weekly sign-in sheets.*
- 2. From 7/1 through 8/31, 1,600 books (8 per student) will be distributed to participants. The Program Coordinator and resident volunteers will maintain book distribution records.*

# Evaluation

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*The following are our targets and verification plans for the **outcome** evaluation:*

- 1. By 8/31, 75% of students who complete the program will indicate that they like to read more than they did at the start of the program. The evaluation consultant will conduct pre- and post-program surveys with students.*
- 2. By 8/31, 50% of parents whose children complete the program will indicate that they are more likely to read and discuss books with their children. The evaluation consultant will conduct pre- and post-program surveys with parents.*



# Evaluation

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4. Decide how often you will report results and who will be responsible for writing reports.
5. Create a plan for sharing your evaluation results with stakeholders.
6. Describe how the evaluation results will be used to improve the program.

# Timeline

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1. Summarize the timeline, and include a detailed chart.
2. Include a daily or weekly schedule.
3. Allocate start-up time.
4. Include monitoring and evaluation throughout timeline.

Daily Summer Schedule	
8:00 am	Breakfast and Morning Stretch
9:00 am	Read Alouds
9:30 am	Quiet Reading Time
10:15 am	Break
10:30 am	Book Discussion and Project
Noon	Lunch
1:00 pm	Field Trip or Enrichment Activity
4:00 pm	Dismissal

# Timeline

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Activity	Responsible	May	Jun	Jul	Aug	Sep
Finalize arrangements with residents' association for use of space.	Exec. Director	✓				
Recruit and hire Project Director and Evaluator.	Exec. Director	✓				
Recruit volunteers. Train staff and volunteers.	Project Director	✓	✓			
Recruit and enroll 200 children ages 5-12.	Project Director	✓	✓			
Conduct pre-program survey with parents and students.	Evaluator			✓		
Conduct weekly program activities (read alouds, field trips, book giveaways, etc.).	Project Director			✓	✓	
Conduct weekly administrative and monitoring activities.	Project Director			✓	✓	
Conduct end-of-program celebration with community and press.	Project Director				✓	
Conduct post-program survey with parents and students.	Evaluator				✓	
Write and submit final evaluation report to funders, and post results on Writers Group website and social media.	Evaluator, Project Director					✓

# Staffing

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1. Break out tasks into short job descriptions.
2. Indicate whether staff or an outside consultant will conduct the evaluation.
3. Describe the role of volunteers, their qualifications, and how they will be recruited, trained, and supervised.



# Staffing

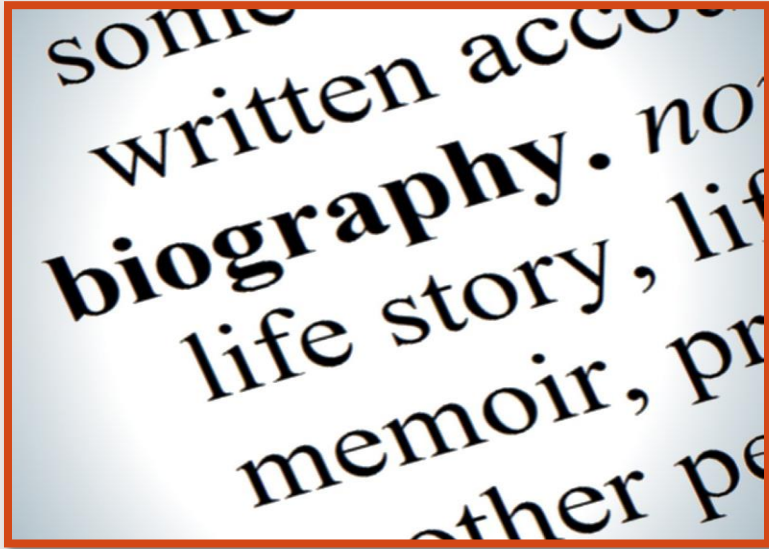
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## **Staffing**

- Project Director. This position will have responsibility for overall coordination of the Book Club Program at all four sites. The Project Coordinator will hire and supervise other staff and ensure that the program is conducted according to the plan and timeline. The Project Coordinator may serve as a substitute Book Club Leader in the case of any absences.
- Book Club Leaders. There will be one Book Club Leader at each site. He/she will be responsible for scheduling read aloud guests, conducting program activities with students and parents, and supervising the Library Coordinators at his/her site.

# Staffing

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4. Include brief biographies describing qualifications.
5. Attach resumes.
6. Present an organizational chart.

# Staffing

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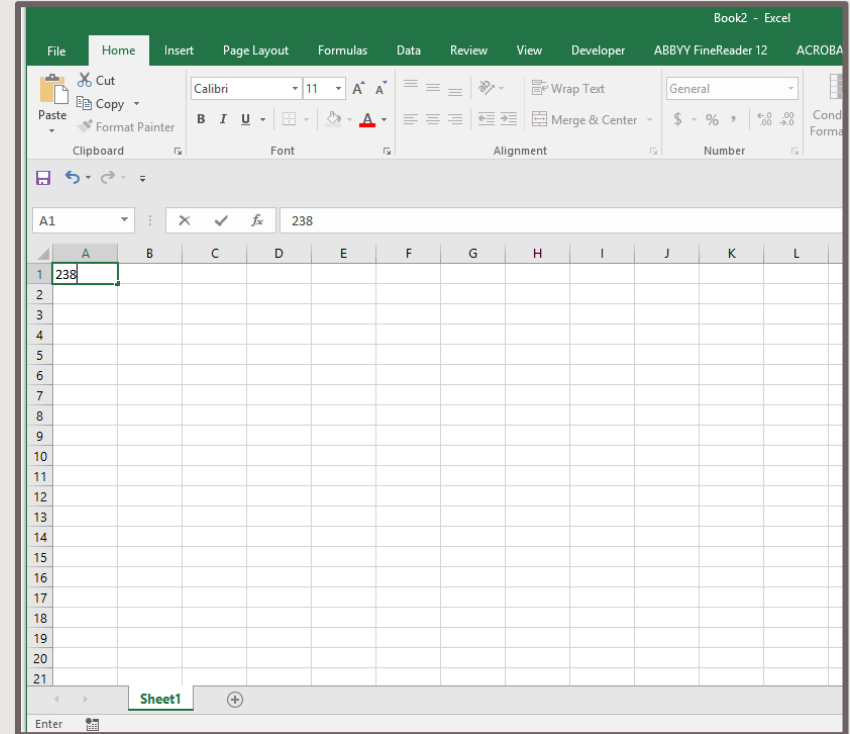
## **Staffing**

- *Lisa Jones, Proposed Project Director, will be hired upon notification of funding. Ms. Jones has established successful arts and humanities programming for other organizations, including the Art Works program for the City as well as Town Heights Elementary School. She is the recipient of a 2018 City Arts Project Grant from the Commission on the Arts and Humanities. Ms. Jones earned her Bachelor of Arts from State University.*

# Budget Outline and Calculations

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1. Use budget categories consistent with the RFP.
2. Create an Excel worksheet to make calculations.
3. Search YouTube for Excel tutorials if necessary.
4. Don't use Excel for the final budget narrative.





# Budget Narrative

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1. List anticipated expenses.
  - Salaries
  - Program Expenses
  - Administrative (Overhead or Office) Expenses
2. Show your math.
3. Explain what materials or services each figure encompasses.

# Budget Narrative

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Book Club Program	Amount
<b>Staff Expenses</b>	
Executive Director (5% of \$100,000)	\$5,000
Accountant (5% of \$75,000)	\$3,750
Program Director (40 hours per week for 16 weeks @ \$35/hour )	\$22,400
Book Club Leaders (40 hours per week for 10 weeks @ \$25/hour x 4 staff )	\$40,000
Library Coordinators (40 hours per week for 10 weeks @ \$18/hour x 8 staff )	\$57,600
Taxes & Benefits (20% of salaries totaling \$128,750)	\$25,750
<b>Subtotal – Staff Expenses</b>	<b>\$154,500</b>

Book Club Program	Amount
<b>Other Expenses</b>	
Evaluation Consultant Fee	\$5,000
Books (200 students x 8 books each x \$10/book)	\$64,000
Library and Art Supplies (\$1,000 per site)	\$4,000
Transportation for Field Trips (200 students and 23 adults x \$10 per trip x 8 trips requiring transportation)	\$17,840
Office Supplies (4 months @ \$200/month)	\$800
Space (provided free by housing authority)	\$0
<b>Subtotal – Other Expenses</b>	<b>\$91,640</b>
<b>Total Expenses</b>	<b>\$246,140</b>

# Budget Narrative

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Book Club Program	Amount
<b>Revenue</b>	
City Community Foundation (Secured)	\$100,000
Mary Jane Foundation (Secured)	\$80,000
Local Education Foundation (Secured)	\$25,000
Charitable Choices Foundation (Anticipated)	\$45,000
<b>Total Revenue</b>	<b>\$250,000</b>

4. List expected revenue if a match is required.
5. Indicate whether each revenue item has been secured or is anticipated.

# Budget Dos

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1. Make sure all dollar amounts are real and reasonable figures.
2. Get price quotes from vendors.
3. Research salaries of individuals in comparable positions.

Issued on: 2012-08-27

**Billing Statement**

Bill ID  
201208-0003

ABC Corp.  
Sales div.  
Mr. Ichiro SUZUKI

Thank you for ordering us.  
Attached is a statement of your account.  
Mizuho Bank, Kyoto Chuo Branch: Ordinary  
1234567 Questetra, Inc.  
Please pay by 2012-09-30

Questetra, Inc  
Management Department  
Tel: 075-205-5007  
Email: management@questetra.com

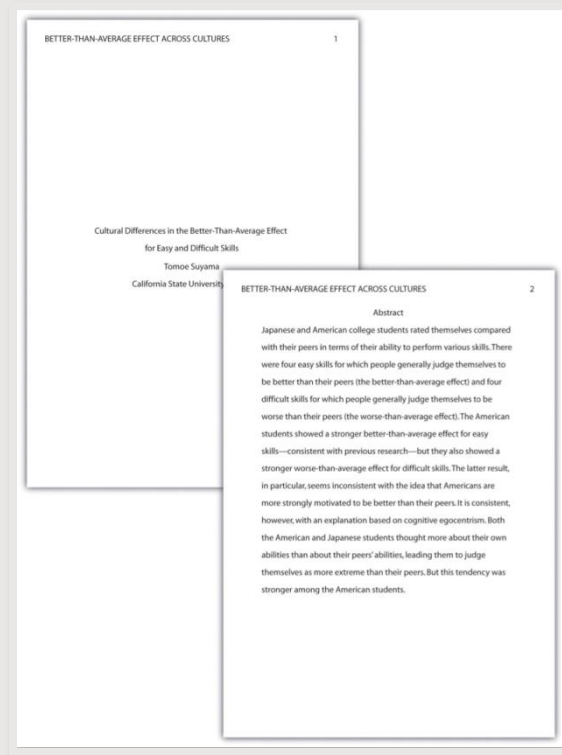
Goods	Quantity	Unit Price	Total	Note
Questetra BPM Suite - SaaS 200 License	6	2,000	12,000	2012-10 - 2013-03
Lecture service	2	1,000	2,000	Two times in September

Total Billing amount 14,000

# Final Touches: Title, Contents, Abstract

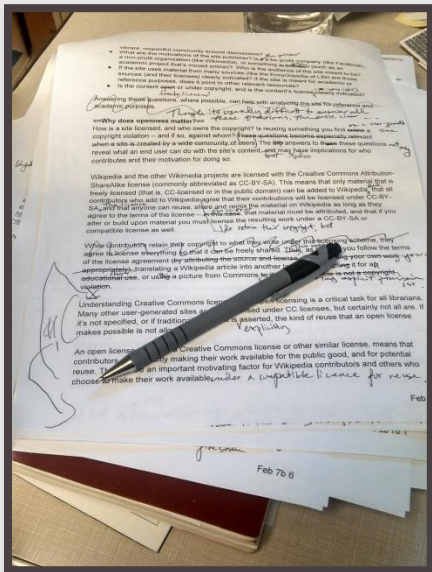
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1. Create a clear and descriptive title for your project.
2. Include a Table of Contents after the cover page.
3. Create an abstract if required by the RFP.



# Final Touches: Fine-Tune the Proposal

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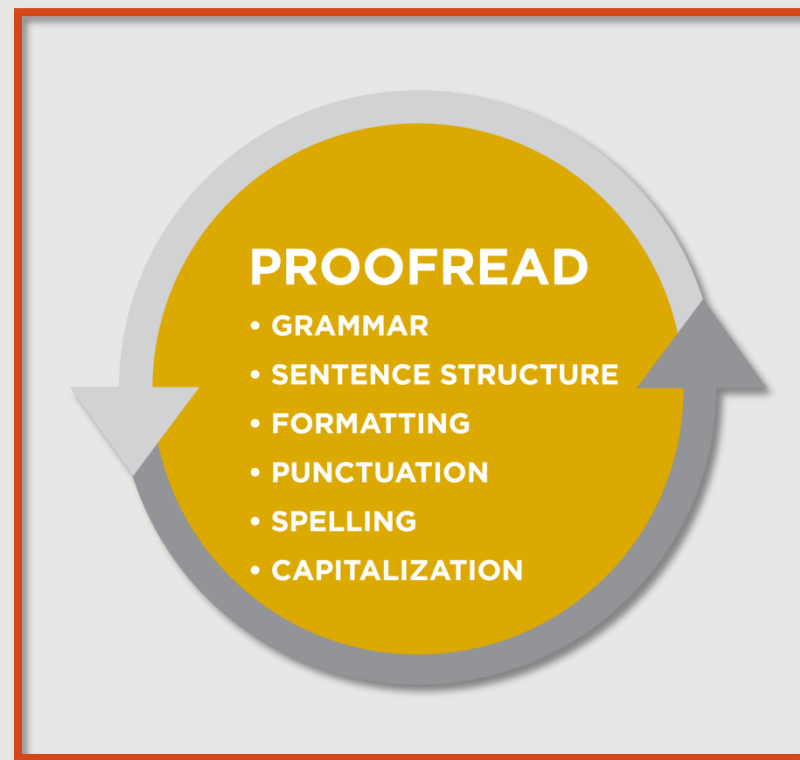


1. Reread the request for proposals.
2. Revise your proposal as necessary to meet all requirements.
3. Gather all attachments requested by the grantmaker.

# Final Touches: Proofreading

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1. Have someone proofread the proposal.
2. Choose someone who has not already read the proposal and who has excellent writing skills.
3. Give the proofreader the RFP.
4. Make any corrections.



# Proposal Submission

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1. Follow the funder's submission process.
2. Include all requested attachments.
3. Submit before the deadline.
4. Keep a copy of the complete application package for your files.





**Merlene Alicia Vassall, JD**  
**Your Presenter**

# Questions?

**Thank you for your participation.**

Merlene Alicia Vassall, JD  
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